

ADMINISTRATIVE - INTERNAL USE ONLY

N 20-266

OCI NOTICE
NO. 20-266

PERSONNEL
8 September 1972

OFFICE OF CURRENT INTELLIGENCE

CAREER DEVELOPMENT

1. The OCI Notice of this date on organizational changes reflects my concern that our efforts in the area of career development over the past several years have not satisfied many of our officers. They feel that our procedures, which have been essentially ad hoc--to find the best candidate available to fill a vacancy or enjoy an opportunity when it appears--are not sufficiently systematic and leave the individual uncertain as to his status and his future. I recognize this problem. It has been evident for some time that we should do more in this field, particularly that we should attempt some actual planning of careers, and this is what we are about to do. On the other hand, I do not think we have been doing so badly in our own disorganized way. For instance, of our professionals in grade 12 and above:

56% have had at least one promotion in the last three years;

61% have had a change of assignment in the last three years;

52% have had a major training opportunity or foreign TDY in the past three years;

and 90% are in at least one of the three categories above.

2. Because of the number of variables and unknowns in this kind of work no one should get overly optimistic about the prospects. We do not control assignments outside OCI--overseas, for instance--and thus have not been able to assure them to anyone more than a month or so in advance. Equally important, people change. The officer who seems to be a ball of fire today falls short at the next higher grade. The officer who seems today to have stacked arms finds new strength tomorrow. We warned people about these limitations in 1968 when the first

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program was established and we do it again now. We only hope that we can move a little farther ahead than we have in the past. Moreover, the program begun in 1968 had several good features and these should be retained.

3. This time, however, we will try to get career development closer to the people involved. This means that in each division the deputy division chief will have the primary responsibility for career development. Under the chairmanship of the Executive Officer, the deputies will meet regularly as a committee to provide specific recommendations to the Director of Current Intelligence and to the OCI Career Service Board on this subject. In addition to the members from the divisions, the Operations Center will be represented on the committee by its deputy chief; the staffs will be represented by the Executive Officer. The Chief, European Division, will select a temporary member.

4. The committee, as its main charge, will attempt to lay out a development program for officers at the GS-12-GS-15 level. (This does not mean that employees below GS-12 will be neglected. In most cases, however, new employees begin to learn the trade by staying in one branch until they reach the GS-12 level.) The committee will try to schedule tentatively an officer's assignments three years in advance. A longer projection might be better if it could be worked out, but it would probably be mostly speculation. Still, there could be major advantages from a three-year projection. For instance, there is the possibility that we could give an officer about to go on two-year rotation some specific ideas about his assignment when he returns. Or, we might be able to tell an officer that his chance for a major change of assignment three years hence are low and that he should not let his expectations get out of hand. Or, we should be able to tell another officer that we believe he will eventually become a recognized specialist in his field and that we want him to continue in that direction. Obviously, such a program cannot be arbitrary or unilateral. We will consult the individuals concerned, and will take their wishes into account to the extent that OCI's mission permits.

5. The committee will try to make recommendations in most of the areas of career development--internal and overseas assignments, headquarters rotations, orientation trips, schooling, independent study, and internal training. We stress again, however, that all recommendations are tentative--that they are highly perishable--and that they represent only hopes, not promises. And we stress that if the committee is to succeed at all, the members will have to encourage and maintain close

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communication with the people they represent. The committee will also endeavor to improve and systematize communication between OCI and its officers temporarily serving in other organizations or overseas about their future assignments. To aid the committee, the office will continue to use the Memorandum of Assignment, the Supervisor's Status Report, and the Employees Biennial Assignment Review.

6. A number of years ago the Executive Officer was the person usually contacted when officers needed direct access to the OCI front office for discussing career development and other similar questions. I want to restore this avenue, but it should not supersede the regular channels for handling most career development problems.

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RICHARD LEHMAN

Director of Current Intelligence

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